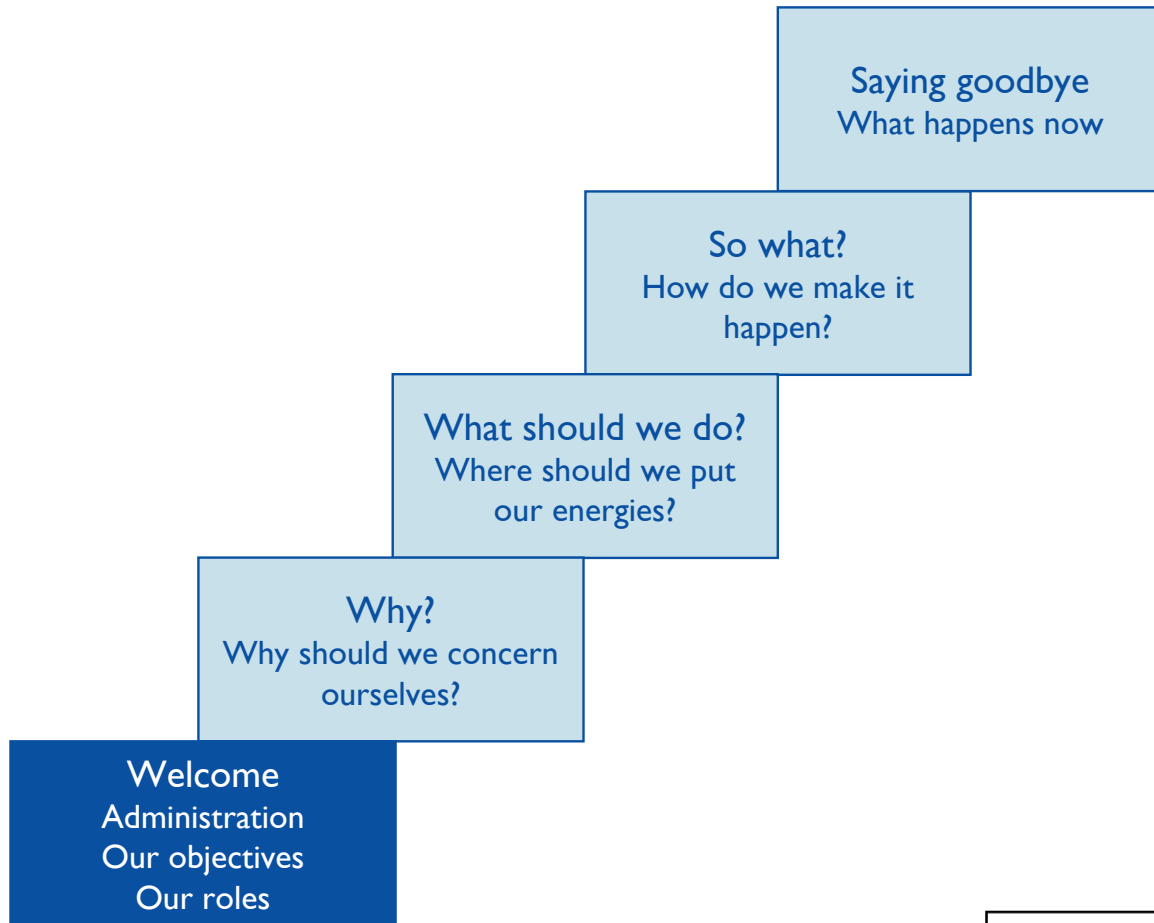


South West Leadership and Management Framework

Learning from the market

18th April 2005



LEADERSHIP
SOUTH WEST

Administration



LEADERSHIP
SOUTH WEST

Start & Finish

- 10.30 am to 3.30 pm

Breaks

- Coffee and tea
- Lunch at 12.45 to 1.15 pm

Phones

Fire

Messages

Slides on LSW website - www.leadershipsouthwest.com

Your role



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SOUTH WEST

Quality of Renewal

Avoiding insularity; refreshing by drawing on other's insight and knowledge



Quality of Direction



Quality of Interaction

Encouraging critical thought through effective dialogue

Capitalising on diverse viewpoints



Our objectives



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SOUTH WEST

The goal is to establish an environment where decision-making is enabled at all levels;

- Unlocking creative potential
- Innovation
- Ownership, and
- Business success

Our objectives



LEADERSHIP
SOUTH WEST

We have limited resources – where as a region do we put these resources for the greatest impact and results for the region?

In terms of leadership & management, what will make the big difference to the performance of our region?

Our objectives



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But what is success and performance?

- Business growth
- A skilled and adaptable workforce
- A leading region for innovative and knowledge based businesses
- Improved skills and learning in the workplace
- Delivery of a coherent skills development framework
- Greater productivity and profitability
- Developing the skills needed locally and so foster local economic development

Our objectives



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What are the main thrusts that we need to pursue?

- Not the detail

We are building a decision-making filter

We have to recognise that we have a large and diverse region

- Geographically
- Needs
- Skills
- Sectors

Our objectives



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How do we bring to life tomorrow's aspiring leaders?

How do we move leadership and management from the shoulders of few to the arms of many?

Our objectives



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But:

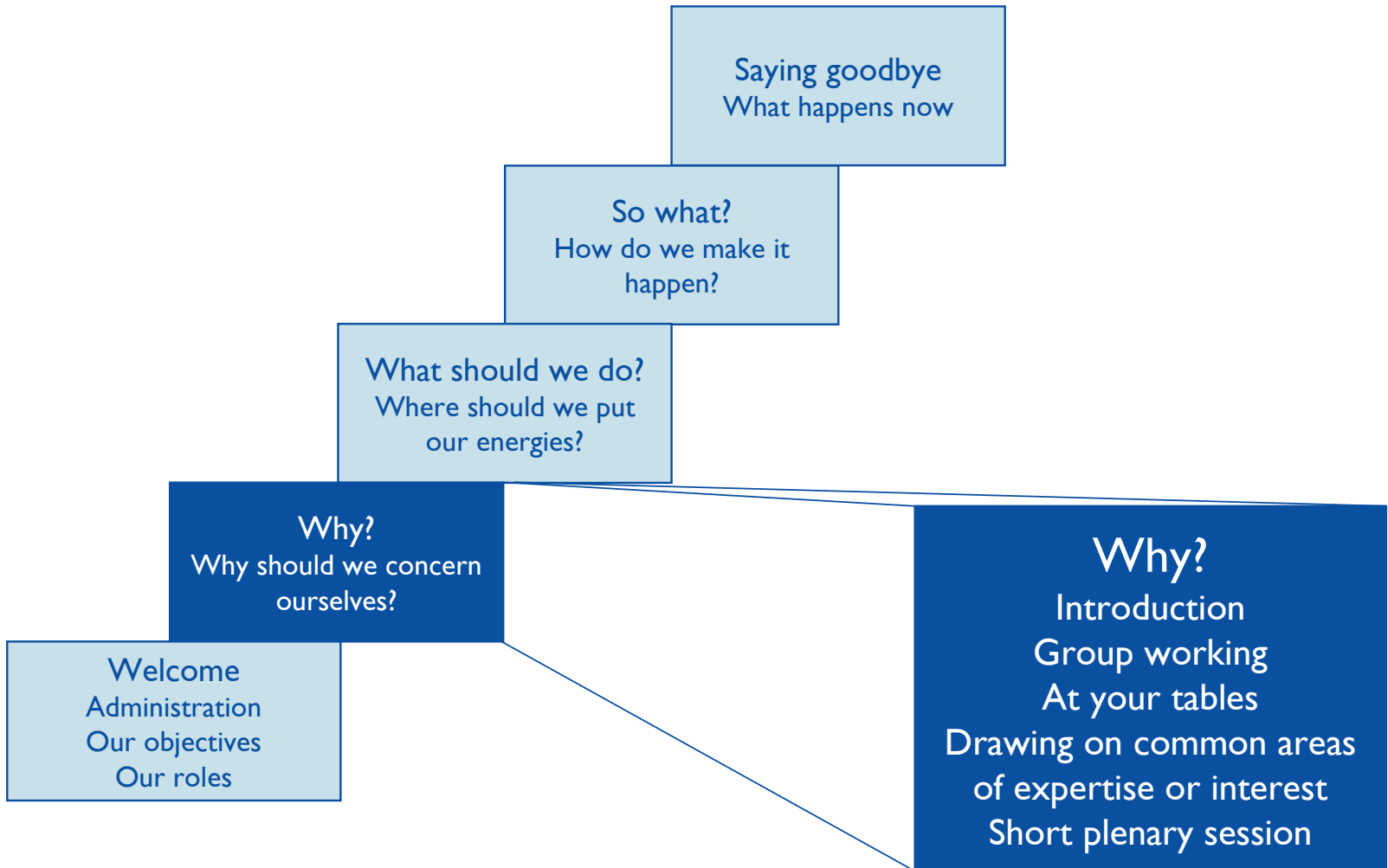
- We do not have to conclude
- We do not have to get a final decision
- We do not have to build an action plan
- We do not have to decide what we mean by leadership and management

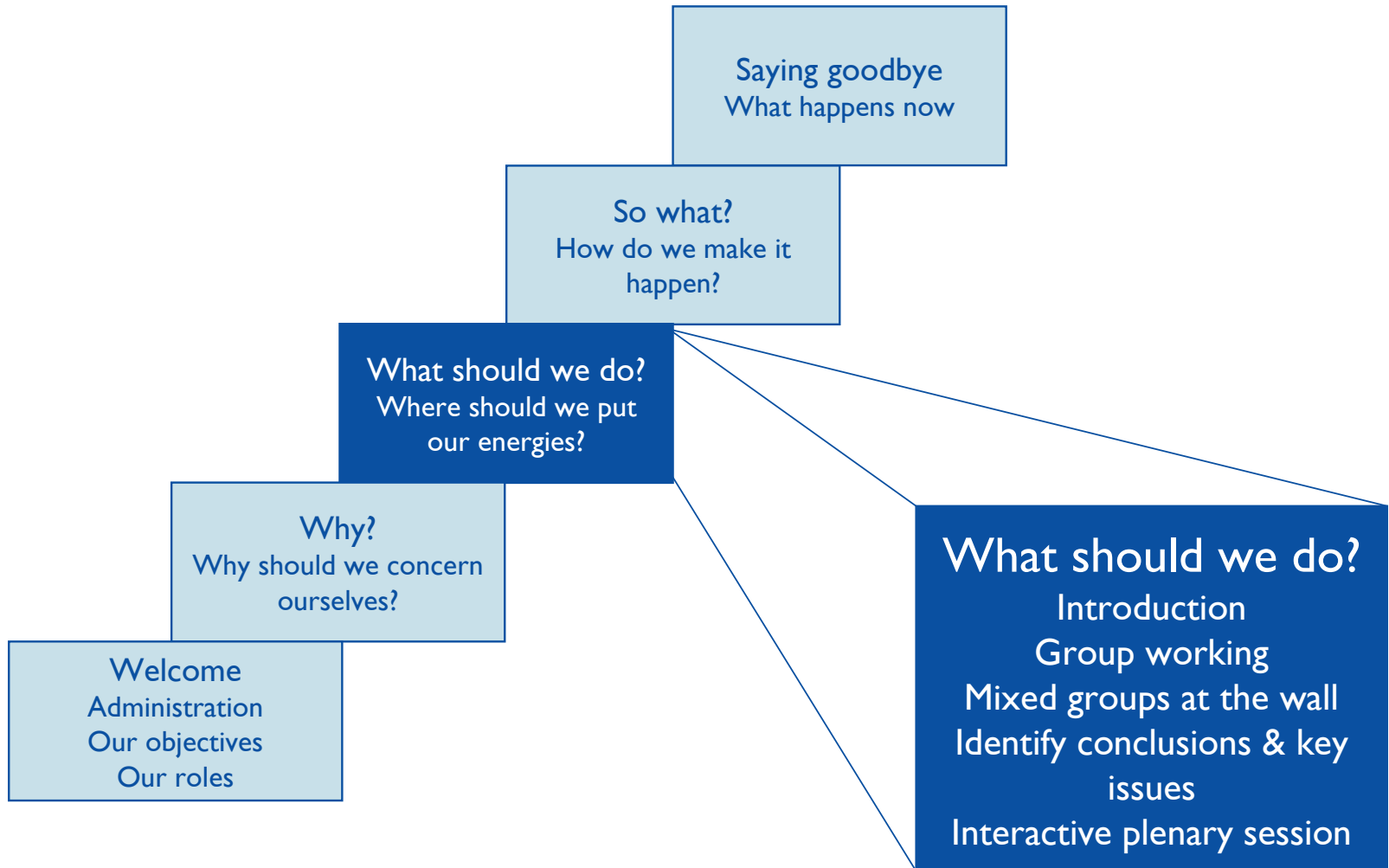
Our objectives

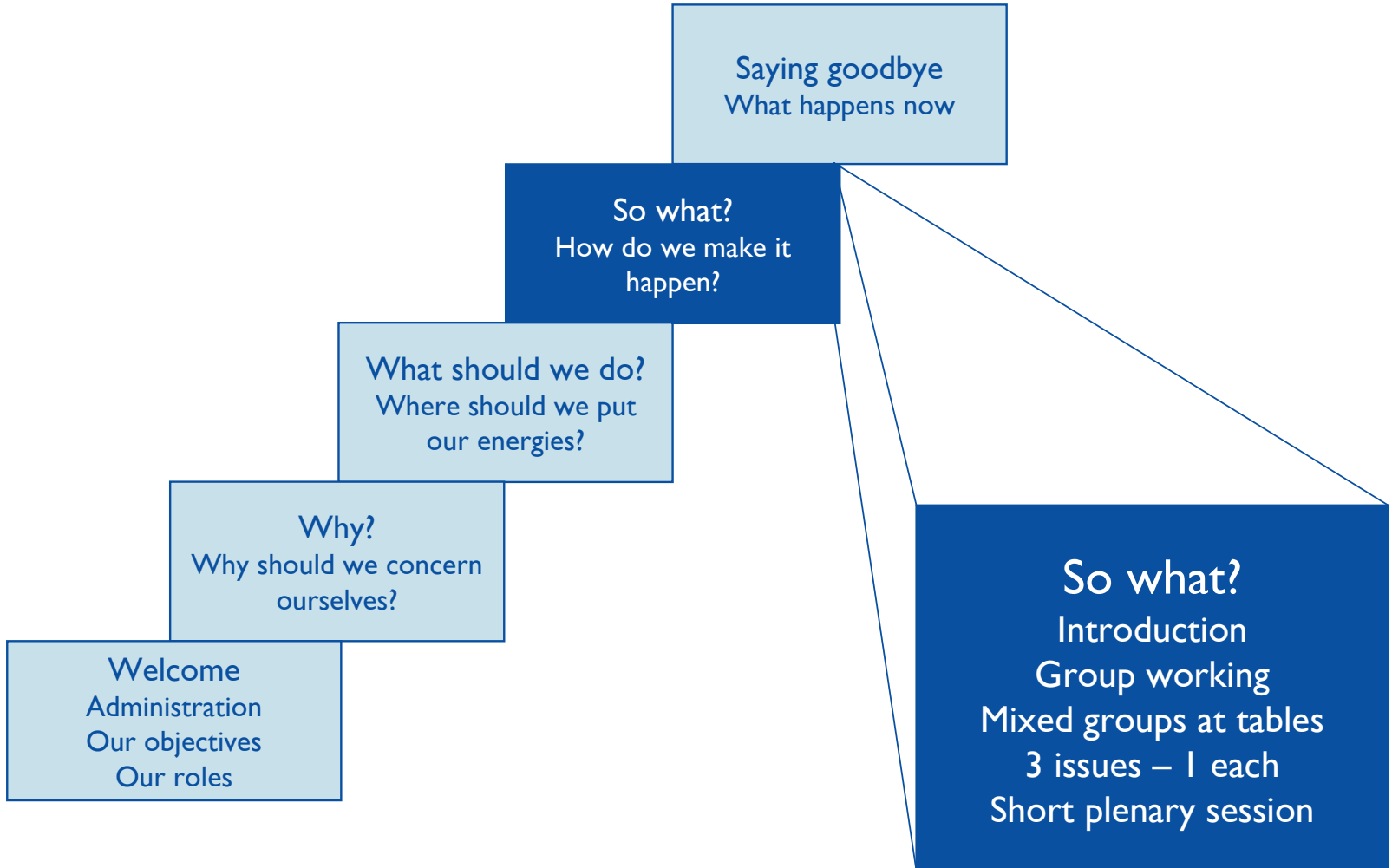


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South West Leadership and Management Framework







Your role



LEADERSHIP
SOUTH WEST

Quality of Renewal

Avoiding insularity; refreshing by drawing on other's insight and knowledge



Quality of Direction

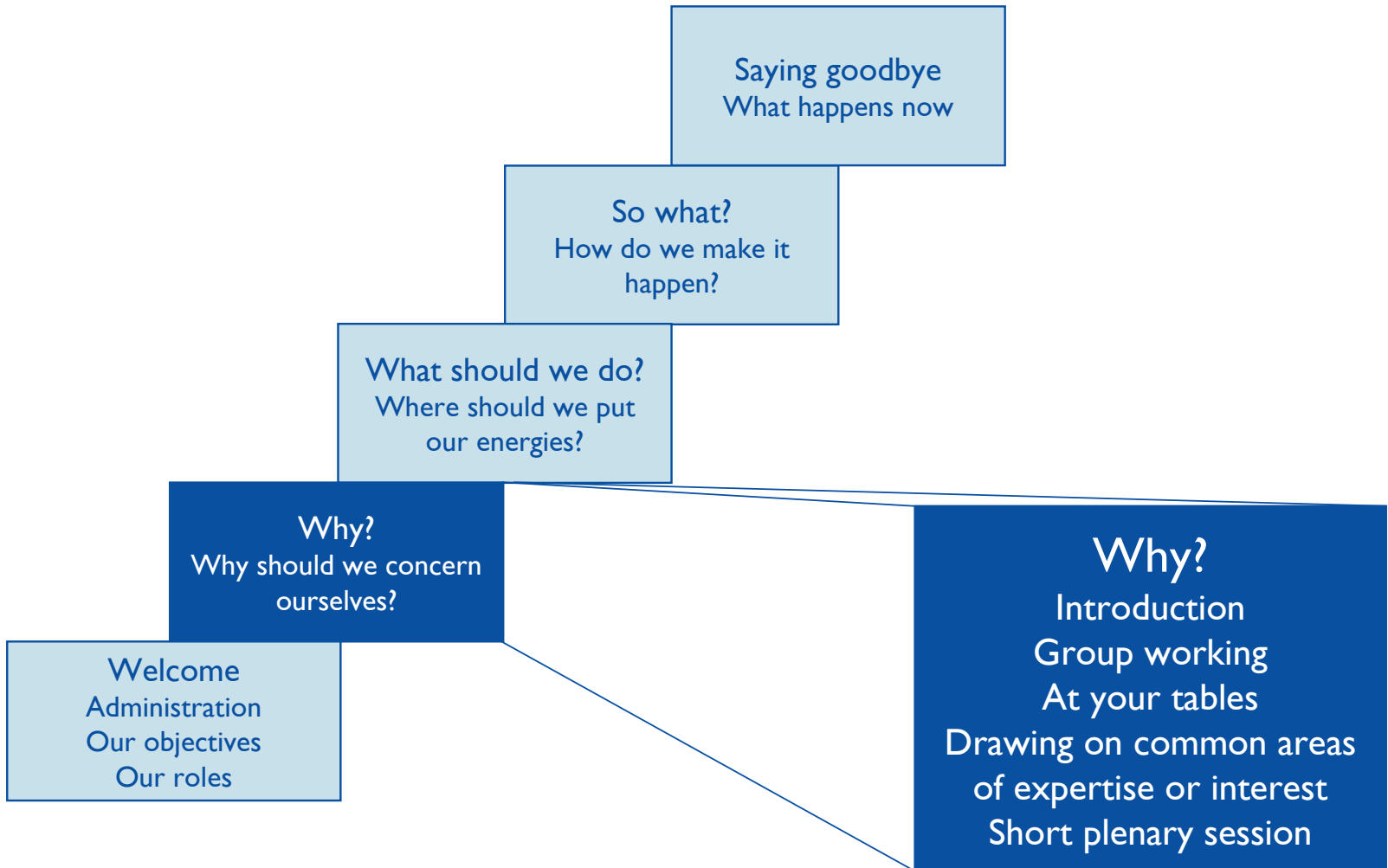


Quality of Interaction

Encouraging critical thought through effective dialogue

Capitalising on diverse viewpoints





Why?



<p>For your sector/organisation/business, what are you trying to achieve – what are your key strategic aims ?</p>	<ol style="list-style-type: none">1.2.3.
<p>What leadership and management skills are required for you to be successful?</p>	<ol style="list-style-type: none">1.2.3.
<p>Do you have sufficient leadership and management skills to enable you to achieve your goals?</p>	<p>Yes / No</p> <p>What is missing?</p>

Why?



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20 minutes at your tables

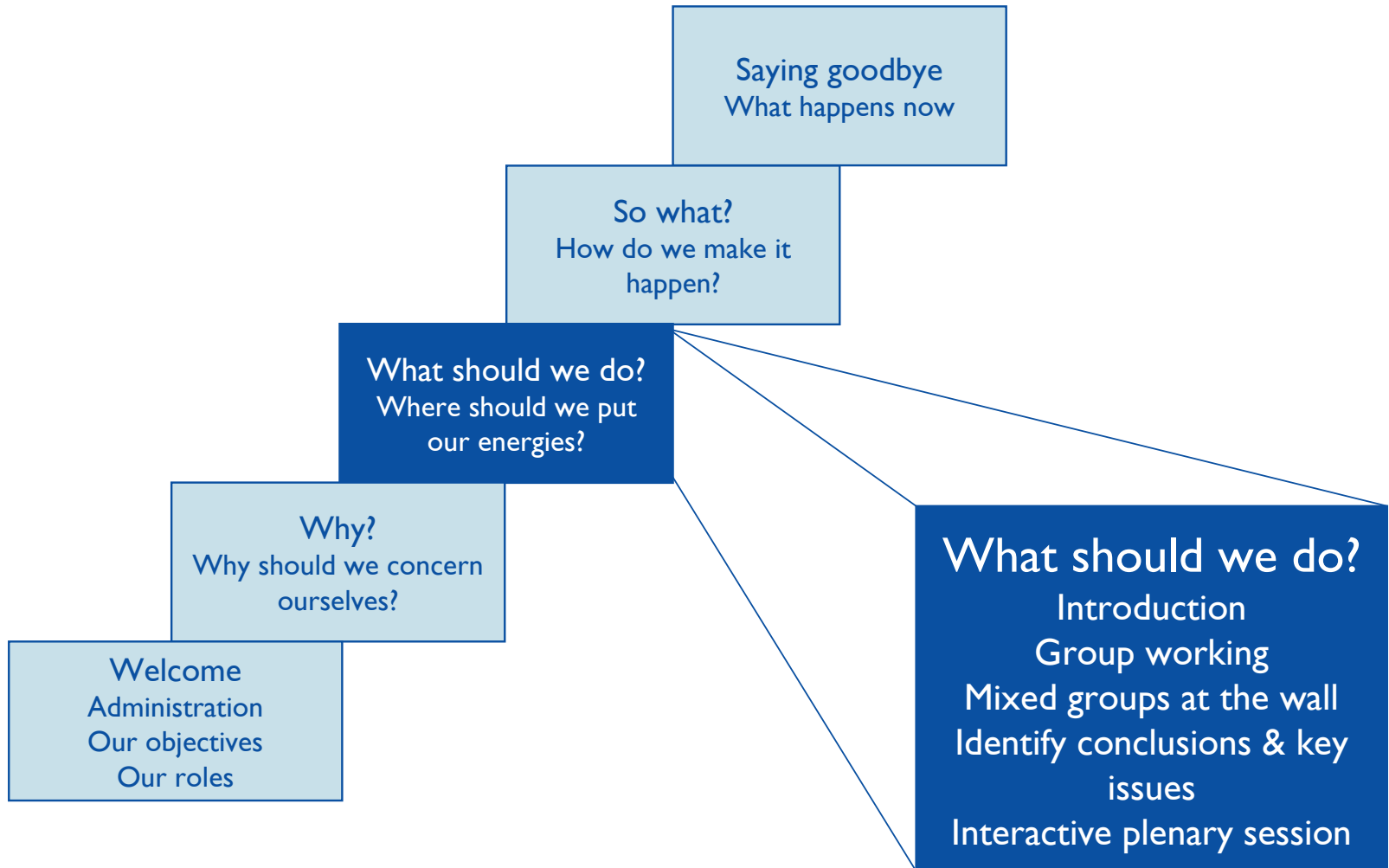
Your host is in the chair

You need to nominate a presenter

Capture your thoughts on the acetate provided

2 minute presentation – max!

A short plenary to capture key issues and thoughts



Our regional objectives



Our group believes that our success as a region can be best achieved by channelling our limited resources into:



- Doing nothing
- Managing access
- Creating desire
- Managing impact
- Tailoring provision
- Prescribing & controlling



L & M is not important, nor relevant to success

Consciously leave to market forces

Invest our resources elsewhere

Our regional objectives

Our group believes that our success as a region can be best achieved by channelling our limited resources into:

Doing nothing

Managing access

Creating desire

Managing impact

Tailoring provision

Prescribing & controlling

Supply is adequate already

We must make access easier

Need to establish simpler diagnostic systems and access points

Our regional objectives



Our group believes that our success as a region can be best achieved by channelling our limited resources into:



- Doing nothing
- Managing access
- Creating desire
- Managing impact
- Tailoring provision
- Prescribing & controlling



Creating demand driven supply

We will focus on making leadership & management aspirational

We energise demand

Our regional objectives



Our group believes that our success as a region can be best achieved by channelling our limited resources into:



- Doing nothing
- Managing access
- Creating desire
- Managing impact
- Tailoring provision
- Prescribing & controlling



Ensuring development activities are translated into action

We have to make sure the knowledge is being applied

Our regional objectives



Our group believes that our success as a region can be best achieved by channelling our limited resources into:



- Doing nothing
- Managing access
- Creating desire
- Managing impact
- Tailoring provision
- Prescribing & controlling



Managing the provision for selected sectors

Elsewhere, we leave supply & demand to market forces

We have specific goals and plans for chosen sectors

Our regional objectives

Our group believes that our success as a region can be best achieved by channelling our limited resources into:

Doing
nothing

Managing
access

Creating
desire

Managing
impact

Tailoring
provision

Prescribing &
controlling

Individual
organisations
don't know what
the region needs

We have to
shape
expectations

We manage the
supply

Our regional objectives



Our group believes that our success as a region can be best achieved by channelling our limited resources into:



- Doing nothing
- Managing access
- Creating desire
- Managing impact
- Tailoring provision
- Prescribing & controlling



L & M is not important, nor relevant

Individual organisations don't know

Pros	Cons	Pros
Pros	Cons	Cons
Cons	Pros	Pros

What should we do? - I



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45 minutes in your groups

Teams are listed on the walls

Look at each in turn and identify the pros & cons

Feel free to identify other options

Stretch that grey matter!

What should we do? - 2



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Take lunch

30 minutes in your groups

Same teams

Reach conclusions from your discussions

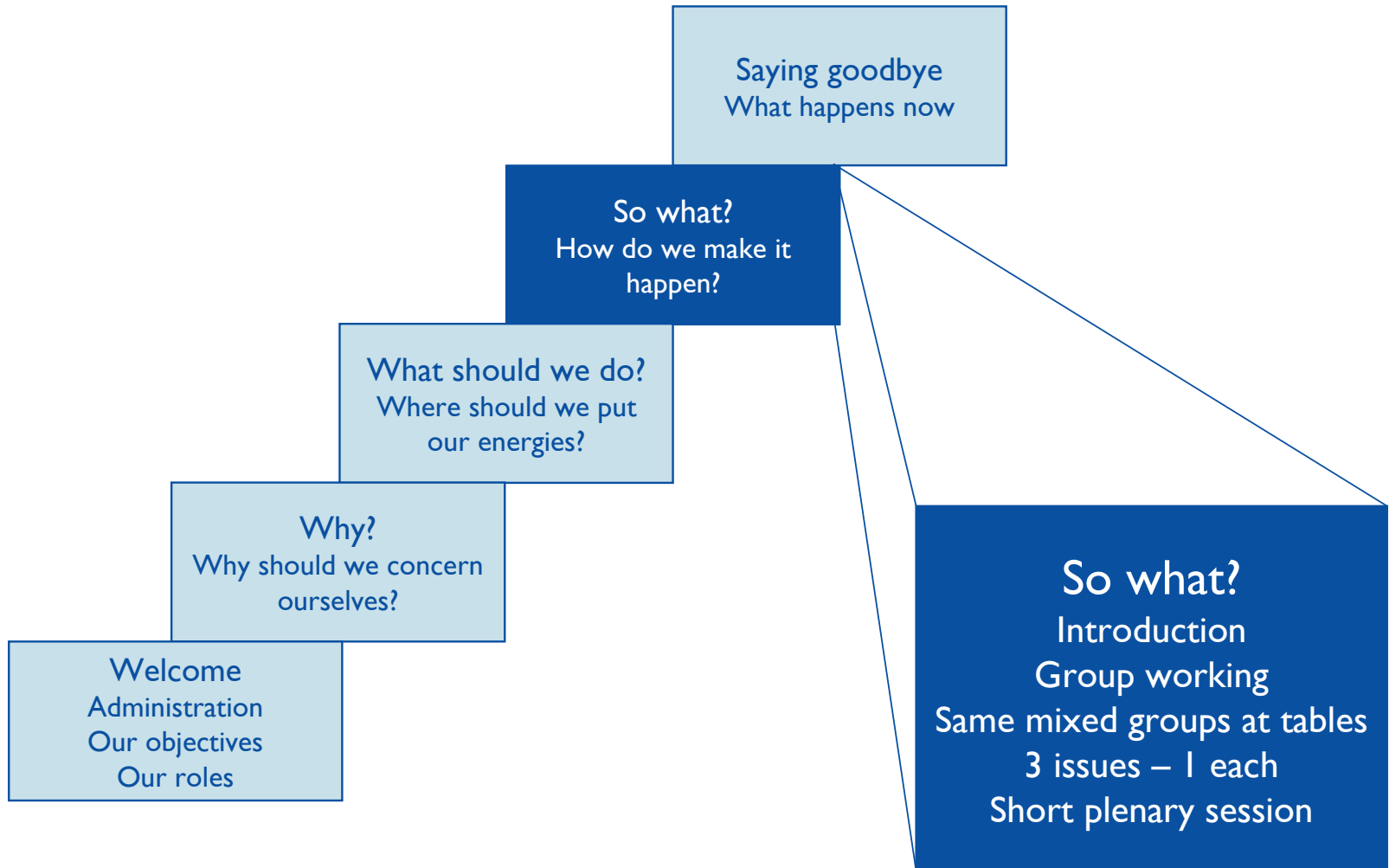
Nominate a presenter

Capture your thought on the acetate provided

What should we do?



<p>What are the key issues for your group?</p>	<ol style="list-style-type: none">1.2.3.
<p>What conclusions have you reached about what we should do in this region?</p>	
<p>Is there a sequential approach that you would adopt? Are there any other issues to consider?</p>	



Topic 1

Reality check

Do this make sense?

Would it energise and engage the region and the managers in your team to develop the necessary leadership skills

Topic 2

What do we need to do?

What would you do from here?

What would be the key issues you would address?

Topic 3

Measuring success

How will we know when we have arrived?

What will success look like?

Topic 1 – Reality check



Think of an aspiring leader in your team – would this approach lead to them uplifting their leadership capabilities?

Why?

Will this approach engage senior managers on the ground and get them to more actively develop their potential leaders?

Why?

Topic 2 – What do we need to do?

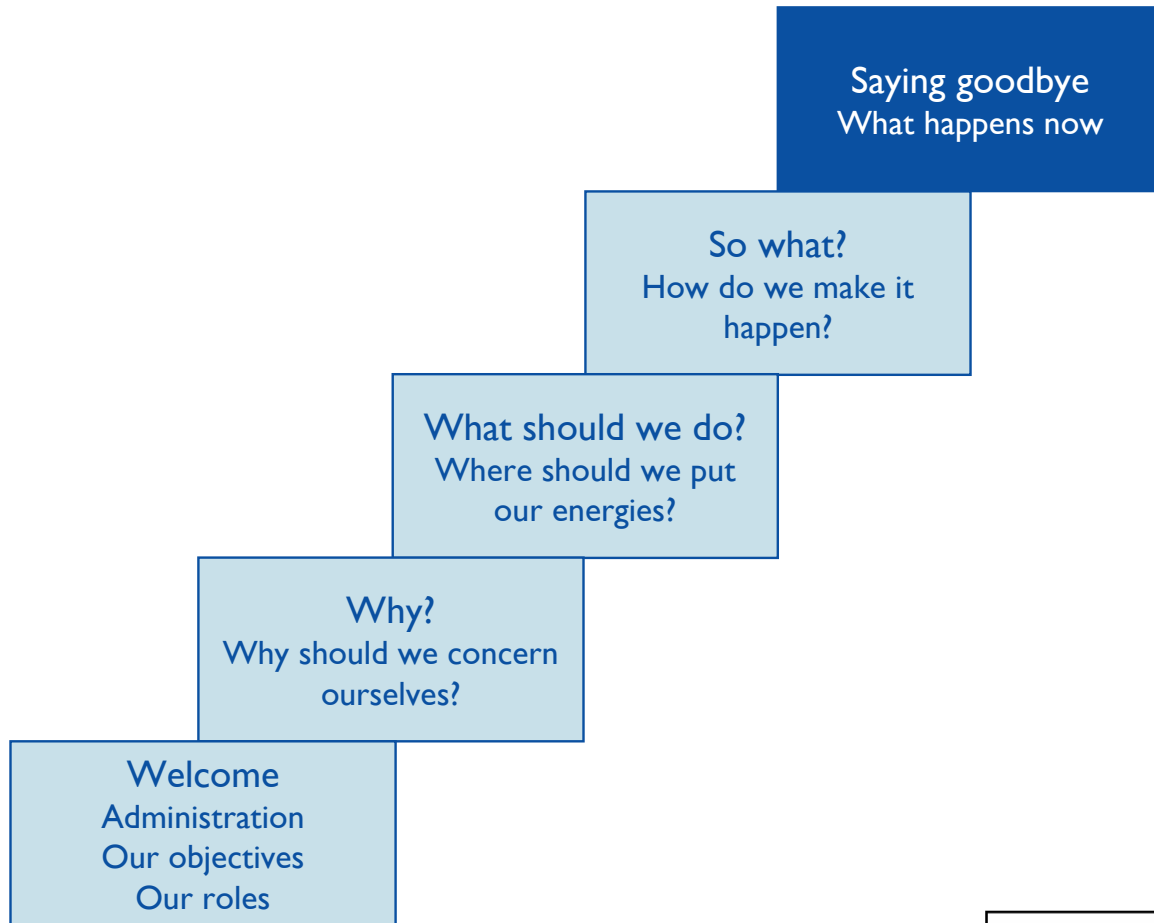


<p>What will get in the way of success and how do we overcome these barriers?</p>	<p>Barriers</p> <ol style="list-style-type: none">1.2.3.	<p>Overcoming them</p> <ol style="list-style-type: none">1.2.3.
<p>What levers can we pull to really accelerate success?</p>	<ol style="list-style-type: none">1.2.3.	

Topic 3 – Measuring success

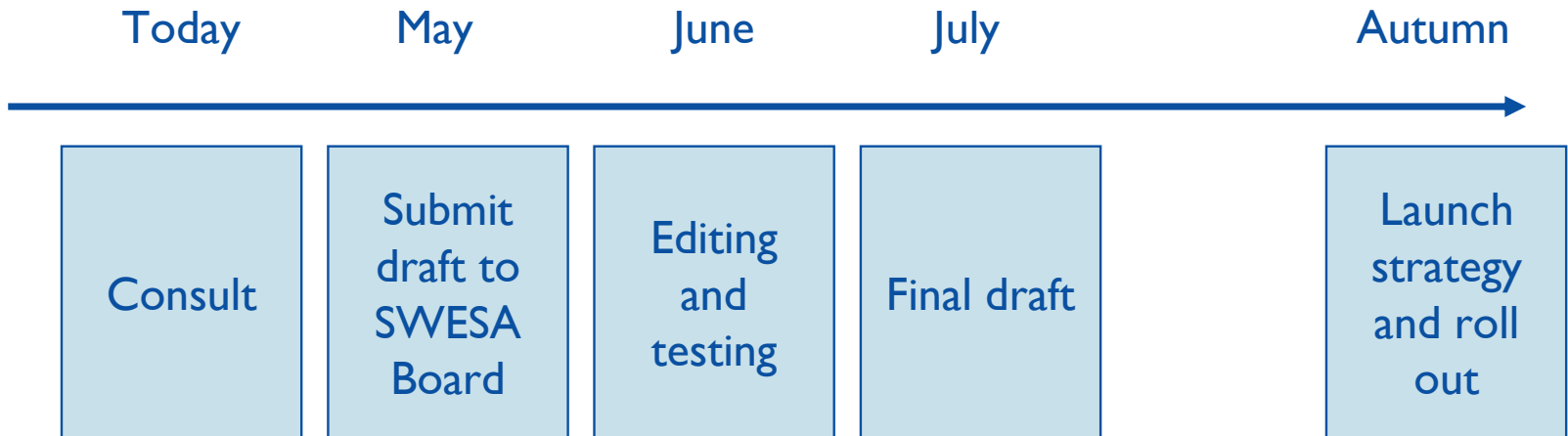


	How will we know when we have arrived?	What measures could we use?
What will success look like – for our region?		
What will success look like – for organisations?		
What will success look like – for individuals?		



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What happens now?



Thank you

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